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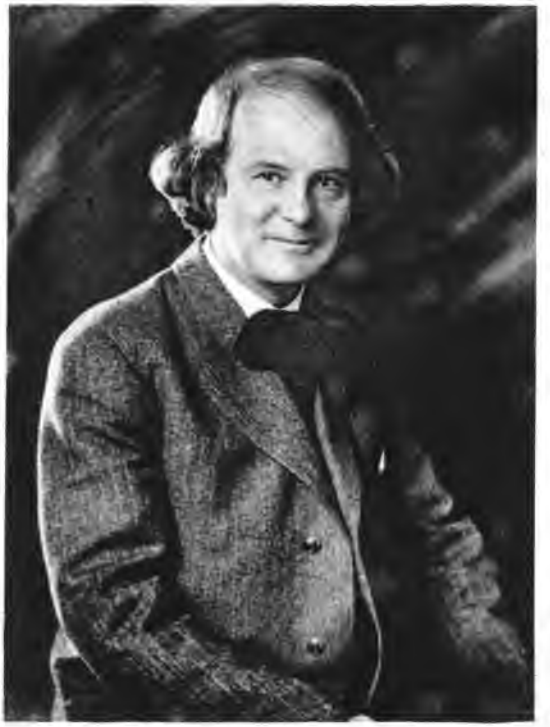
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THE BOOK OF BUSINESS

ELBERT HUBBARD

THE ROYCROFTERS
EAST AURORA
NEW YORK
MCMXIII



THE BOOK OF BUSINESS

ELBERT HUBBARD



THE ROYCROFTERS
EAST AURORA
NEW YORK
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THE BOOK OF BUSINESS

THE SALESMAN'S CREED



BELIEVE in myself.

I believe in the goods I sell.

I believe in the firm for which I work.

I believe in my colleagues and helpers.

I believe in American Business Methods.

I believe in the efficacy of printers' ink.

I believe in producers, creators, manufacturers, distributors, and in all industrial workers of the world who have a job and hold it down.

I believe that truth is an asset.

I believe in good-cheer and in good health ; and I recognize the fact that the first requisite in success is not to achieve the dollar, but to confer a benefit, and that the reward will come automatically and as a matter of course.

I believe in sunshine, fresh air, spinach, applesauce, laughter, buttermilk, babies, bombazine and chiffon, always remembering that the greatest word in the English language is " Sufficiency."

¶ I believe that when I make a sale I must make a friend.

And I believe that when I part with a man I must do it in such a way that when he sees me again he will be glad—and so will I.

I believe in the hands that work, in the brains that think, and in the hearts that love.

Amen, and Amen !

MODERN BUSINESS

Genius is only the power of making continuous efforts. The line between failure and success is so fine that we scarcely know when we pass it—so fine that we are often on the line and do not know it. How many a man has thrown up his hands at a time when a little more effort, a little more patience, would have achieved success. As the tide goes clear out, so it comes clear in. In business, sometimes, prospects may seem darkest when really they are on the turn. A little more persistence, a little more effort, and what seemed hopeless failure may turn to glorious success. There is no failure except in no longer trying. There is no defeat except from within, no really insurmountable barrier save our own inherent weakness of purpose.

Men are under the domain of Natural Law as much as bees. Men succeed only by working with other men and for other men

SUCCESS lies in mutual service.

This great truth concerning the solidarity of the race marks a mental epoch in the onward and the upward march. It was hinted at pretty strongly in Seventeen Hundred Seventy-six, and carried into business as an experiment about Eighteen Hundred Seventy-six

It is no longer an experiment. The Spirit of the Times—the Zeitgeist, to borrow a word from our German friends—is a constantly progressing entity.

The present Spirit of the Times is of a kind unequaled in history. We have thousands upon thousands of men and women who are thinking great and noble thoughts and doing great and splendid work

Very many of our big businessmen regard themselves as public servants.

Our Zeitgeist is sensitive, restless, alert, impressionable, progressive, and is making

for righteousness. The man who can imagine a better religion than now exists is allowed to throw his vision on the screen, and he who can formulate a better government than we now have is not hanged for his pains, but is allowed to express his dreams.

¶ Public Opinion rules. No law that is contrary to the Zeitgeist can be enforced. Judges construe, translate and interpret the laws to suit the Spirit of the Times.

¶ Every man who speaks out loud and clear is tinting the Zeitgeist. Every man who expresses what he honestly thinks is true is changing the Spirit of the Times. Thinkers help other people think, for they formulate what others are thinking. No person writes or thinks alone: thought is in the air; but its expression is necessary to create a tangible Spirit of the Times. The value of a thinker who writes, or a writer who thinks, or a businessman who acts, is that he supplies arguments for the people, and confirms all who are on his wire in their opinions, often before unuttered.

The Brotherhood of Man is an idea now fully appreciated in business. Commerce today stands for Mutuality—Reciprocity.

¶ The American Department-Store has taken up lost motion, and given the people better goods at a lower price. It has been

the inevitable, because it does the greatest good to the greatest number. It has worked for economy and length of days. It means Brotherhood

Every purchaser must be pleased. A child who buys a spool of thread is given the same courteous attention as the shrewdest buyer. The customer is made to feel that he is at home, that he is with strong and influential friends, that his interests are safeguarded. This matter of faith between buyer and seller is a new thing in the world.

¶ But to give the people the things they want is not enough. You must show them what they want. The great modern store is a leader in taste. It is an educator. It stands for economy, color, proportion, harmony and increased happiness. It inspires the imagination by bringing from the far corners of the earth the products of the loom, workshop, farm, mine and studio. It displays these goods so that the public may come and examine them—compare, weigh, analyze, sift, decide and make them their own if they wish

Employees who plot and plan for private gain are swabbing the greased chute that leads to limbus. Owners who run a business but to make money, neither make money, nor do they last.

Book of Business

Merchants can not make money on one transaction. Every sale must pave the way for further sales. We make our money out of our friends, for our enemies will not deal with us

A transaction where both sides are not benefited is immoral.

The modern businessman has taught us these five things:

First, The value of honesty as a business asset

Second, The excellence of commerce as a civilizing influence.

Third, That the interests of proprietor, public and employee are mutual.

Fourth, That art, ethics, economics and education can and should move forward hand in hand

Fifth, That business righteousness is simply a form of commonsense, a move toward self-preservation.



BUSINESS AS A FINE ART

THE BUSY MAN'S CREED

I believe in the stuff I am handing out, in the firm I am working for; and in my ability to get results. I believe that honest stuff can be passed out to honest men by honest methods. I believe in working, not weeping; in boosting, not knocking; and in the pleasure of my job. I believe that a man gets what he goes after, that one deed done today is worth two deeds tomorrow, and that no man is down and out until he has lost faith in himself. I believe in today and the work I am doing, in tomorrow and the work I hope to do, and in the sure reward which the future holds. I believe in courtesy, in kindness, in generosity, in good-cheer, in friendship and in honest competition. I believe there is something doing, somewhere, for every man ready to do it. I believe I 'm ready—RIGHT NOW!

Man's business is to work — to surmount difficulties, to endure hardship, to solve problems, to overcome the inertia of his own nature: to turn chaos into cosmos with the aid of system — this is to live!

THE most important business in the world is agriculture. One-half the people in the world live by cultivating the soil. Food is the primal need.

Next in importance to agriculture is transportation, because a thing has to be at a certain place at a certain time in order for it to possess value. If a man is on the desert three days from the nearest water, his diamonds are absolutely valueless, his gold of no avail

Food separated by distance from human bodies does not command a price. Famine has been in the world's history a common thing, all for lack of transportation.

The third most important business is manufacturing, which is the combination of raw products in useful form

The fourth most useful thing in commerce is the business of the storekeeper, that is, the business of the distributer. The cities

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are all great warehouses where the products of the farm, the factory, the mine and the sea are brought together and from said cities distributed to the consumer.

The fifth most important factor in business is advertising, and advertising is simply announcing to the world in an effective way where you are, who you are and what you have to offer in the way of human service or commodity

All live men are advertisers, and the only man who should not advertise is the man who has nothing to offer the world in the way of human service, and such a man is a dead one, whether he knows it or not. Advertising is a legitimate and ethical proposition. Life is too short for you to hide yourself away, mantled in your modesty, and let the world hunt you out. Even the dead are advertisers, for on visiting a beautiful cemetery I noticed that on nearly every marble slab was given a list of the virtues, talents and beautiful qualities which the dead man was supposed to have carried in stock. This is what you call non-productive advertising or advertising from an emotional standpoint

Personally, I do not indorse it. Advertise while you are alive, and send flowers to the man when he can appreciate them.

We need help to live, but we can die without assistance.

Death is merely succumbing to inertia.

When the law of gravity gets the better of you, you are a dead one. What we need is levitation, which is the upward pull, not the downward

Death is no problem, but life is a great and important one.

I plead for the religion of service ; a religion which understands that the only way an individual can help himself is to work for the good of the hive. This proposition is now being accepted in every pulpit of every denomination. The world is being redeemed by the science of business

Business is founded on reciprocity and co-operation. Any other plan spells bankruptcy. The successful business has a heart and a soul.

Good businessmen do not defame their competitors—it is a foolish policy.

In business we realize that only honesty goes. We have tried everything else but Truth ; now we are testing this, and Truth will be our last stand. Doctor Eliot, of Harvard, calls Truth the "New Virtue." Emerson said that to cheat another is really to cheat oneself. Each man is a part of the whole. And this brings us up to the

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philosophy of Ernst Haeckel: the philosophy of Monism, or the religion of the One.

¶ There is only one thing in the world, and that is Divine Energy

Herbert Spencer defined dirt as useful matter in the wrong place, and so we may say that the bad man is a good man who has misdirected his energies. When we once acknowledge that this is God's world, and that we are His children, there is no high or low in human service. We will pity, but we will not blame.

Business is eminently a divine calling. We do not differentiate it from any other calling, no matter how noble, how beautiful, how altruistic.



SYSTEM SPELLS SUCCESS

The man who allows his life to justify itself, and lets his work speak, and who when reviled reviles not again, must be a very great and lofty soul.

No man ever got nervous prostration pushing his business; you get it only when the business pushes you.

I USED to clerk in a grocery where a twelve-year-old boy stole eggs from us at the back door and brought them around in front and sold us our own property. He kept this up for a year, and he might have kept it up indefinitely had he not taken in a partner and tried to do a wholesale business.

Dead stock, bad accounts, pilfering clerks, pinching setters, and lime in the bones of the boss, work the certain ruin of every country store

If the business is so small that the proprietor and his wife can remember everything they have in stock and then sell for cash, and can not get or will not accept credit, then the business is safe until their sons grow up and take the management.

Expansion without system spells failure. Organization means that a man shall grow with his business. A million mice nibble at every business concern

In order to avoid leaks there must be a

system that will locate them. The department-store—where there is a system which tells every day, every week and every month just what each department pays—is the safest business that exists. If any one department does not pay, it is reformed and made to prosper or else is eliminated.

No big business can possibly succeed unless it is divided up into departments.

A non-paying department is never allowed to continue and drag the whole concern down to bankruptcy, as in the good old general store where jumble and guesswork audit the accounts

The successful country store is an easy mark for every petty thief and poker-player in town. The village Smart Aleck hires out as clerk and supplies his friends the things they need, just as he reads the postal cards and hands out the news if he or she clerks in the post-office

No business long remains greater than the man who runs it. And the size of the business is limited only by the size of the man. Our limitations say to our business, " Thus far and no farther." I like the Dutchman who named his hotel " The Limit."

The Gould system, the Vanderbilt system, the Hill system, the Harriman system, the Pennsylvania system—they are all rightly

named. It is system that makes a great business possible. When Jay Gould gathered up a dozen warring, struggling streaks of rust and rights of way and organized them into a railroad system, he revealed the master mind. *Book of Business*

The measure of your success is your ability to organize, and if you can not bring system to bear, your very success will work your ruin

The average life of a successful general store is twenty years, then it fails—fails through its lack of system. The man does not grow with his business. An army unorganized is a mob. Napoleon's power lay in his genius for system, and he whipped the Austrians, one against three, not only because he knew the value of time, but because he had the ability to systematize.

¶ The character of the man at the head mirrors itself in every department of every enterprise

A certain kind of landlord can care for a certain number of "guests," and the quality of the guest attracted is according to the quality of the landlord. Increase the number of people to be fed and housed, and usually your hotelkeeper gets into very hot water. Fifty extra people upsets his system, and either his guests leave or else his

"help" steal him to a standstill. A new and better manager must then come in, or the referee in bankruptcy awaits around the corner with a stuffed club.

The measure of a man's success in business is his ability to organize

The measure of a man's success in literature is his ability to organize his ideas and reduce the use of the twenty-six letters of the alphabet to a system, so as to express the most in the least space. The writer does not necessarily know more than the reader, but he must organize his facts and march truth in a phalanx

In painting, your success hinges on your ability to organize colors and place them in the right relation to give a picture of the scene that is in your mind.

Oratory demands an orderly procession of words, phrases and sentences to present an argument that can be understood by an average person

Music is the selection and systematization of the sounds of Nature.

Science is the organization of the common knowledge of the common people.

In Nature everything lies in the mass—materials are a mob—a man's measure is his ability to select, reject or organize

BUSINESS A CIVILIZER

The less you require looking after, the more able you are to stand alone and complete your tasks, the greater your reward. Then, if you can not only do your work, but direct intelligently and effectively the efforts of others, your reward is in exact ratio ; and the more people you direct, and the higher the intelligence you can rightly lend, the more valuable is your life.

The pathway to success is in serving humanity. By no other means is it possible, and this truth is so plain and patent that even very simple folks recognize it.

ONE of the greatest books ever written is Buckle's "History of Civilization." ¶ Buckle never got beyond the introduction, which forms a volume in itself, and is immortal on account of its wealth of logic and clearness of insight. The whole volume is a protest against the way in which history has been written—a protest against the assumption that military history, a history of marches and countermarches, of skirmishes and fights, of sieges and slaughters, is history at all

Certainly it is not the history of the political life of a country. That which makes or unmakes a nation is the quiet, peaceful, productive life of the people. Nations are great through their architects, engineers, artists, teachers, businessmen and workers, and not through their lawyers, preachers and policemen

It is commerce—that is, production and

distribution—that has given America her proud place among the nations

This country has recently passed through a cyclone of defamation, vituperation and exposure—much of it indecent.

The commercial jolt that we experienced has shown us that when the railroads are prosperous—buying rails, extending their lines, building bridges, warehouses, collecting a better equipment—we are all prosperous. When the railroads cease pushing for better facilities there is a lull, the bread-line forms, the tramp of the unemployed and the hoarse and ominous roar of the mob are heard in the land. In such times an extra police force is needed and menace becomes imminent

Individuals at work are safe—and a nation is only safe when its people are employed.

¶ Now, suppose you raise a cry of "Stop thief!" and turn the powerful resources of the Government to harassing enterprise, with the endeavor to confiscate its property, take away its character, destroy its good-will, does it not stand to reason that we thus kill ambition, destroy initiative, smother aspiration and get a condition where expansion ceases, orders are canceled, men laid off and the whole land suffers?

We have been in a state of panic through the policy of burning our barns to kill the mice. The national conditions have been pathologic

Happily, however, we are now getting our nerves back to normal, and sanity is taking the place of hysteria.

We do business now according to Marquis of Queensbery rules, where formerly London rules governed the contest. Our fight is with six-ounce gloves. Horseshoes and railroad-spikes are barred. There was a time when we fought with bared knuckles. But business is not yet a ladies' lunch—a suave and innocuous, harmless, tabby Four o'Clock. It is a struggle for supremacy. And it is a fight to a finish. And it is just as full of romance as were the knightly jousts of old

Money is the measure of power, but money for its own sake is not worth the struggle. Modern millionaires do not hoard—they invest. And they invest that they may use.

¶ The successful man now always has the builder's itch—he is always and forever widening, extending, building, improving, and it is all in the line of human service, of human betterment. To exploit society is to fail, and all wise, successful men know it.

¶ To plunder is to die.

Nothing is more silly and absurd than the idea that the men who have built up the great modern American fortunes are intent on ease and luxury. As a class they are men of abstemious habits, simple, rapid, and direct in their dealings. They work sixteen hours a day. They are in the game, and can't get out of it if they would. Their millions are invested in a way that makes use an imperative necessity. To liquidate would be red ruin.

"They say I am rich," once said James J. Hill to me, "and they roll off the number of my millions. The fact is, I owe more money than all the men in Saint Paul. To make my investments profitable and keep them from fading away, I am obliged eternally to struggle keeping them active."

¶ One investment calls for another to protect it, and so a modern businessman is always building, always extending. This eternal unrest of business means national prosperity

To picture the great business-builder as a parasite, living on the labor of the proletariat, is an insult to the intelligence of the age

Should our Government begin to confiscate private property in the name of the law, that instant will enterprise grow old and

senility prate of the past. But this is not to be. ¶ We are beginning to realize that business is built on confidence; that when we destroy faith in our commercial fabric we are actually taking the roofs from homes, snatching food from children and pushing bodies naked out into the storm

Business means homes, gardens, books, parks, music, good roads, schools—safety, peace and prosperity—and of these things the world has not yet seen a plethora.

Shall we blast, wither and destroy with the breath of our mouths all that civilization holds dear? I think not. We can direct and regulate, but we will do it in justice and not in blindness and wrath, lest we welcome the angels of peace with bloody hands to hospitable graves, and we ourselves go down in the sunken roadway, horse and rider, pursuer and pursued



The world bestows its big prizes, both in money and honors, for but one thing. And that is Initiative. What is Initiative? I 'll tell you : It is doing the right thing without being told. But next to doing the thing without being told is to do it when you are told once. That is to say, carry the Message to Garcia : those who can carry a message get high honors, but their pay is not always in proportion. Next, there are those who never do a thing until they are told twice : such get no honors and small pay. Next, there are those who do the right thing only when necessity kicks them from behind, and these get indifference instead of honors, and a pittance for pay. This kind spends most of its time polishing a bench with a hard-luck story. Then, still lower down in the scale than this, we have the fellow who will not do the right thing even when some one goes along to show him how and stays to see that he does it : he is always out of a job, and receives the contempt he deserves, unless he happens to have a rich Pa, in which case Destiny patiently awaits around the corner with a stuffed club. To which class do you belong?

ORGANIZATION

The man who is worthy of being a leader of men will never complain of the stupidity of his helpers, of the ingratitude of mankind, or of the inappreciation of the public. These things are all a part of the great game of life, and to meet them and not go down before them in discouragement and defeat is the final proof of power.

Industrialism, as it changes and betters human environment, is the true civilizing agent

AMERICA owes her proud place among the nations to the energy, sagacity and insight of her businessmen. Organization in America, based on the science of mathematics and the law of supply and demand, has given us our wealth.

¶ To embarrass and legislate against organization, limiting it, checking it, thwarting it, is to curtail production.

Supervision is necessary, but limitation, never

Most anti-trust laws are born of fallacious reasoning. They are unscientific, being based on mistaken assumptions.

The mobs that tore up the first railroads in England, as well as the fine scorn of John Ruskin for the iron horse, were the result of a belief that this newly discovered power was going to enslave the people. So they wanted less power, not more

A few always suffer from an inability to adapt themselves to new conditions, but progress is for the many, not the few.

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The occasional misuse of a good thing is no excuse for making war on the thing.

My father tells of a time when he changed cars seven times going from New York to Chicago. The journey took three days and three nights. And it would be the same now were it not for combination and organization.

Organization is the keynote of success.

¶ In Russia corporations are heavily taxed and looked upon with grave suspicion. Production by modern methods is limited.

¶ There is not a single millionaire in Russia, outside of the Czar and the grand dukes, and they do not count, since their business is consumption and waste, and not production.

There is not a millionaire merchant in Spain, Portugal or Italy. The genius of organization is lacking in Europe, save for purposes of war—purposes of destruction.

¶ Our best talents in America are being used in the lines of creation, production, building and distribution.

That bright spot in history called "The Age of Pericles" was simply a lull in the war spirit, when Greece turned her attention from war to art and beauty.

Through the genius of America's businessmen we will yet make the "Age of Pericles"

perpetual, and the glory that was Greece will manifest itself all over this continent, and finally all over the world.

Energy, taking the form of human units, combines according to certain natural laws.

¶ Economics is as much under the domain of Nature as are the tides and the movements of the planets. Ignorance of the laws of economics is the one thing that destroyed the old civilizations and limits ours.

One hundred fifty years ago, practically all manufacturing was done in the homes in the form of handicrafts.

The invention of the steam-engine removed the handicrafts from the home to the factory. By the help of the machine one man can now do as much as eighty could one hundred fifty years ago

We have twenty million workers in America, which are equal to the work of one billion six hundred million one hundred years ago. Here we find a vast increase in the production of wealth. To use this wealth for human good, and not pauperize the workers, is the problem that confronts us.

To limit the production of wealth because some one misuses wealth would be on a par with limiting health because some one had laughed out loud in meeting

Don't be afraid that any one is going to

take his wealth with him when he dies. Also, don't be afraid that he can tie it up so it will not bless and benefit mankind. The unfit are always distributing it, and killing themselves in the process.

Economics is an evolving science. We will never get to the end of it. Ideals attained cease to be ideals, and the distant peaks beckon us on, and on. Combinations that increase production should be encouraged, not forbidden. What this world needs is more wealth, not less

The evil in the Trust is not in its organization, nor in its bigness, nor in its success. It is threefold: first, corruption of public officials to obtain special privileges denied to competitors; second, the consequent oppression of the competitor and the consumer; third, watering of stock and then extorting excessive profits to pay dividends on such stock.

These evils the law must cure without destroying co-operation, or discouraging enterprise, or impeding progress.

All intelligent progressives are working to this end

WOMEN IN BUSINESS

Just as long as trade was trickery, business barter, commerce finesse, government exploitation, slaughter honorable, and murder a fine art; when religion was superstition, piety the worship of a fetish, and education a clutch for honors, there was small hope for the race. But with the supremacy of science, the introduction of the one-price system in business, and the gradually growing conviction that honesty is man's most valuable asset, we behold light at the end of the tunnel.

Sewing-machines and knitting-machines have done more to emancipate women than all the preachers.

AS for the rights of women, we will never be a civilized people as long as women have only the use of one-third of a great many beautiful things, and do not have enough of other things except as they cajole the genus gent.

¶ A woman must be relieved of getting things by trickery—by marching her charms on an angle, like the Greek phalanx.

She must have pockets in her clothes ; and she must be able to find these pockets ; and when she locates them she must find something in them

Woman should be economically free.

There is no sex in commonsense.

The world has been ruled by males. We have a government of males by males, and for the benefit of males.

The accident of sex should not debar woman from entering into any form of occupation where she can use her energies to advantage

The advent of women into the world of

business has worked a peaceful and beneficent revolution. Up to the time of the Civil War a woman schoolteacher was a curiosity. The typical man schoolteacher, with his handy birch, can yet be vividly remembered by many. Women teachers came in as an innovation, and they have brought beauty, gentleness and love where before there were fear and force.

"The teacher is the child's other mother," said Froebel. We did n't believe it at first, but now we accept it

About Eighteen Hundred Sixty-two the discovery was made that women could serve as clerks in the Government offices at Washington. Women whose husbands, fathers and brothers had gone to the front took the places of the men at Washington, and lo! the work went on just the same.

¶ By Eighteen Hundred Seventy women were acting as clerks and saleswomen in shops and stores

At the Centennial Exhibition the typewriter was one of the wonders of the time. In Eighteen Hundred Eighty I sent away a manuscript, and got it back with a note saying they respectfully declined to read any manuscript that was not typewritten.

¶ I lifted a wail that could be heard a mile —how could I ever learn to use a type-

writing-machine! I wrote an article on the arrogance of publishers. I thought typewriting was a most difficult and complex business, like playing a piano

And it seems that is what manufacturers thought, for when they wanted a woman to operate their machines they advertised for a musician, thinking that an alphabetical harmony could be expressed only by one who had acquired the "piano touch."

The typewriter-makers could not sell their machines unless they supplied an operator, and so they inaugurated a special branch of their business to educate women in business methods and to use a typewriter. And, lo! in a short time business colleges all over the land began to blossom, and their chief concern was teaching typewriting and stenography

The typewriter ranks in usefulness with the electric car. Rapid methods are as necessary as quick transportation. Women receive in wages now over two hundred million dollars a year. It is said that the lady typewritist has at times disturbed domestic peace, but trolley-cars, too, have their victims. And I am told by a man who married his typist that such marriages are quite sure to be happy, because the man and the woman are not strangers—they know each other

Book of Business

The woman who has looked after a man's correspondence is familiar with his curves. She knows the best about him, and the worst; and he knows her tastes, habits and disposition.

This is better than the old society plan of getting married first and getting acquainted afterward

No longer do you hear men talk of making their pile and retiring to enjoy it.

The man who fails to get enjoyment out of his business will never enjoy anything, and, what is more, will not succeed in business. Good men enjoy work, and wise men know there is no happiness outside of systematic, useful effort

The introduction of the one-price system has been a leaven that has worked its influence through the whole lump.

Honesty as a business asset is everywhere recognized. If the goods are part cotton and look like wool, you are now frankly told that the article may be a yard wide, but it is not all wool

Why should men seek to overreach each other? And the answer is: There is no reason—the way to succeed is to keep faith with the customer and secure him as a friend. We make our money out of our friends—our enemies will not do business with us.

¶ Thus through the conservation of friendship in business we are gaining an education and evolving qualities. *Book of Business*

My opinion is that women in the business world have been one of the chief factors for honesty, truth and efficiency. And the time is coming, and that soon, when if a woman does a man's work she will get a man's pay



If you work for a man, in heaven's name work for him. If he pays wages that supply you your bread and butter, work for him, speak well of him, think well of him, stand by him, and stand by the institution he represents. I think if I worked for a man, I would work for him. I would not work for him a part of his time, but all of his time. I would give an undivided service or none. If put to a pinch, an ounce of loyalty is worth a pound of cleverness. If you must vilify, condemn and eternally disparage, why, resign your position, and when you are outside, damn to your heart's content. But, I pray you, so long as you are a part of an institution, do not condemn it. Not that you will injure the institution—not that—but when you disparage the concern of which you are a part, you disparage yourself.

BAD BREAKS IN BUSINESS

Responsibilities gravitate to the person who can shoulder them, and Power flows to the man who knows how.

The greatest mistake you can make in life is to be continually fearing you will make one

I NOTICE that almost every man who is the manager of an office thinks that his helpers have a monopoly on stupidity. The real fact is, however, the thing is very evenly distributed. It is one of the facts that we have to face. If our helpers were as smart as we are, or a little smarter—which we expect them to be—they would own the office and we would be hustling around delivering bundles, and taking their grump and grouch as a part of our duties.

It is no proof of a man's insight to hear him relate his sad tale of woe about the stupidity of his helpers and the inappreciation of the public. Everybody gets it where the millionaire's wife wears her pearls.

There are firms who pride themselves on having such a perfect system that a crack out of the box can not occur; but one of the managers of a great mail-order house—which has wonderful organization, by the way—told me this story the other day:

¶ It seems a certain man in Iowa sent in five dollars for a patent churn.

The churn was duly shipped.

After about ten days the man wrote in, explaining that his churn had not arrived.

¶ The firm then, according to its usual custom, intent on having every customer pleased, no matter at what cost, wrote the man saying they had sent a tracer after the churn, but if it was not received within the next week to advise and they would send another

A week went by, and, the churn not appearing, the man wrote in stating the fact; whereupon the concern sent the man another churn, with orders to ship the first one back when it arrived.

Now it seems that both churns arrived at about the same time, and the man was so much pleased with the working of the churn that he just sold the extra one to a neighbor and remitted the five dollars to the company.

On receipt of the five dollars the company immediately sent the man another churn.

¶ On receipt of this churn the gentleman—who was of Teutonic proclivities and very busy with his farm-work, having no time to write letters—just sold this churn to a neighbor and sent in the five dollars

Whereupon the concern shipped him still another churn.

Five churns were sent in all, and were paid for, but in order to stop correspondence, the Dutchman, when the fifth churn arrived, drove ten miles across country to a post-office where the postmaster did not know him, and sent the money under an assumed name, with a fictitious address.

The truth of the matter only came out accidentally, when the firm traced the last remittance, which was sent under an alias, and by use of some Sherlock Holmes methods the wily farmer was located and the facts deduced.

One of the most curious breaks that ever occurred to me was several years ago when I had charge of a manufactory in a distant city.

I wrote a form letter, somewhat as follows: "Smith and Jones, Gentlemen—We want you to take an interest in our goods, and if you will do so and make a special effort on them, pushing the sale, we will give you exclusive agency in your town."

This letter was given to a girl who was told to write the letter to a certain number of names, a list of which was handed her. She called in several other girls to assist her, and the next day the form letter which

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the girls were writing read as follows: "Smith and Jones, Gentlemen—We want you to take an interest in our goods, making a special effort on them, and if you will accept exclusive agency we will push you in your town."

A few weeks ago I received from a New York firm, all in one mail, a thousand letters, all written by typewriter, describing a new printing device and signed with a rubber stamp, every letter exactly alike

I cast around in the vacuum I call my mind, and thought it out in this way: This firm decided to write one thousand letters, to as many printers, offering this particular invention which they had.

They wrote the first letter to me; then they gave a girl the list of one thousand names and told her to write this letter a thousand times, all exactly alike

The girl, being intent on the ball-game, or the dress ball, or something else like that, and taking no special interest in business—not being able to understand it anyway—wrote a thousand letters to me, instead of writing one to each of the printers, and just held the list over for future reference—probably assuming that the head of the firm was bughouse, anyway

I knew the firm slightly, and so wrote them

that I had received the one thousand letters, outlining my guess as to how the break occurred, and it seems I was right in the proposition.

Bad cracks in business are bound to occur. The thing is simply to minimize them ; and as long as we are making headway every day, if a few blunders are made, don't pull out your hair and swear up the elevator-shaft

Keep cool—most of our work is well done —and most of our helpers are on to their jobs and earn quite all we pay them



Business, to be successful, must be based on science, for demand and supply are matters of mathematics, not guesswork. Civilization turns on organization. And organization, in order to be of any value, must be scientific. Economics changes man's activities. As you change a man's activities you change his way of living, and as you change his environment you change his state of mind. Precept and injunction do not perceptibly affect men; but food, water, air, clothing, shelter, pictures, books, music, will and do.

ABOUT VACATIONS

Shirkers get paid what they are worth.

Co-operation, not competition, is the life of trade

THERE are three good reasons why all employees should have vacations.

One is so the employer can see how easily anybody's and everybody's place can be filled.

The next is so the employee can see, when he returns, how well he can be spared, since things go right along without him.

The third is so the employee can show the employer, and the employer can understand that the employee is not manipulating the accounts or engineering deals for his own benefit

Many a defalcation could have been avoided had the trusted man been sent away for a few weeks every year, and an outsider put in his place.

Beyond these, the vacation has little excuse.

¶ As a matter of recuperation the vacation does not recuperate, since, as a rule, no man needs a vacation so much as the person who has just had one

The man who is so run down that he needs

a vacation can never adjust or reform himself in two weeks. What he really needs is to reform his life.

To work during the year at so rapid a pace that in August one's vitality is exhausted and a rest demanded is rank folly.

What we all need is enough vacation every day so that we can face each morning with health sufficient to do our work in gladness.

¶ That is to say, we need enough of a play-spell every day to keep us in good physical condition.

The man who is done up and fagged out has not found his work.

And the man who lives during the year in anticipation of vacation does not deserve one, for he has not ascertained that it is work, and not vacations, that makes life endurable

There be good people who travel by the gorge route so incessantly that their livers go on a strike and palates finally declare a lock-out. Then they laud Bernarr Macfadden, and proclaim fasting a virtue.

All this until reasonable health returns, when they again buy commutation-tickets via the whirlpool and play hockey with their innards

If you hustle so continually that your system demands a vacation, you have

gotten where you can not do good work. *Book of*
¶ If you have reached a point where you *Business*
can not do good work, you can not enjoy your vacation ❧ ❧.

If you absolutely need a vacation you are not in the mood to enjoy it, because it is thrust upon you by necessity, willy-nilly. Things forced upon us are never pleasant.

¶ The only man who can really enjoy an outing is the man who does not need it.

¶ And the man who keeps his system so strong and well balanced that he does not need a vacation is the one who will eventually marry the proprietor's daughter and have his name on the sign.

Before you manage a business you had better learn how to manage your cosmos.

¶ I know what I am talking about, because I take vacations myself.



Business will yet do away with graft and begging. Reciprocity, co-operation and mutuality are the important words now. Laws for the regulation of trade should be most carefully scanned. That which hampers, limits, cripples and retards must be done away with. That which gives freedom, security and peace must be encouraged. We are moving toward the rising sun; and no man can guess the splendor, and the riches and the beauty that will yet be ours. Let America lead the way!

THE BUSINESS COLLEGE

Take an inventory of your spiritual assets. How do you stand on these? Mark yourself ten where you are perfect; then the rest mark down to about where you are, and see how it looks. Faith, system, energy, service, loyalty, purpose, kindness, economy, industry, courtesy, initiative, intention, frankness, evolution, education, fellowship, patience, courage, responsiveness, tenacity, ambition, harmony, prudence, integrity, obedience, thoroughness, mutuality, mastership, fraternity, endurance, enthusiasm, equanimity, good-cheer, reciprocity, cleanliness, helpfulness, personality, self-respect, orderliness, punctuality, self-control, co-operation, self-reliance, truthfulness, self-sacrifice, perseverance, individuality, concentration.

It does not take much strength to do things, but it requires great strength to decide on what to do



S you approach the Grand Central Station in New York you can see the blank wall of a certain building upon which is a picture of the Honorable George B. Cortelyou

Beneath the picture is the legend in gigantic letters, "From a Business College to the White House—This Is the School Where Cortelyou Graduated."

A grumpy gentleman across the aisle from me remarked: "Cortelyou would have been a great man even if he had graduated at Yale and had a rich father. There are some men you can never keep down—Cortelyou is one of them."

This is probably true, because Cortelyou would have improved his opportunity wherever he was. But this fact holds: Cortelyou's chief value to the world lies in the fact that he is a businessman. He is an organizer, a methodizer, a man of decision, a judge of values, and, above all, he knows the worth of time

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I am glad the world has evolved to a point where the sneer for businessmen and business colleges tokens a vacant mind.

Businessmen serve society, and the spirit of the times says that to serve is to bless. "He who is greatest among you shall be your servant."

And so business colleges, where young men and women are trained to active, intelligent and efficient service, are eminently ethical institutions that bless and benefit the world.

In mousing in "Who's Who" in a vain hope to find my own name I chanced upon the names of the three Strauses—Oscar, Nathan and Isador.

And I noted that Nathan, who deals in the milk of human kindness, is down as a graduate of "Packard's Business College."

The other two attended the same institution, but did not have the felicity to graduate, although they evidently got a few good ideas there that have lasted them through long and successful careers.

So popular have the business colleges now become that most of the big universities have put in "Commercial Departments," trying to meet competition

Lyman J. Gage, the ex-Secretary of the Treasury, is a graduate of "Bryant and

Stratton's," and began his career as a bookkeeper. Mr. Gage recently said: "Business colleges approximate actual life much more closely than the universities, training the youth so he can step directly from the school into a paying position. Their growing recognition is one of the most hopeful signs of the times."

The problem of civilization is to eliminate the parasite—and in the process of elimination the business college today is one of the chief factors. The classical education may help you to earn a living and it may not, but business education always does.

¶ And do you know what a business education means? I'll tell you. It means economic freedom.

The man or woman dependent upon another for bread and clothes is a slave, a slave to incompetence, and that is the bitterest kind of serfdom

Graduates of good business colleges, absolutely without exception, have paying positions awaiting them—they do not have to advertise for a place, borrow, beg, steal or stand in the bread-line.

Doctor Nicholas M. Butler says, "It is absurd to suppose you can send your boy to college where there are idle and extravagant youths without their catching from

the idle ones some of the bad traits which the idle and extravagant possess." Just so!

So, look you, lads; don't shed any of the briny if Fate decrees that you shall not spend four years of your young manhood in a university. Take a correspondence course; go to a normal school; get busy in a business college, where everybody is busy, where time is precious and opportunity is prized

Improve your opportunities, that's the thing!

Decide on what you want to do, and what you want to be, and go after it! You'll win, and when you are forty these fellows who chase the pee-wee, manipulate the pasteboards, inhale cigarette-smoke and cram for exams. will be coming to you for advice, to borrow money, to have you operate on them for appendicitis, and for passes to the poorhouse

Get eight hours' sleep every night—work, smile, study, and health, happiness and success await you.

ON HIRING AWAY OTHER FOLKS' HELP

The success of every great man hinges on one thing—to pick your men to do the work. The efforts of any one man count for so very little! It all depends on the selection and management of men to carry out your plans. In every successful concern, whether it be bank, school, factory, steamship company or railroad, the spirit of one man runs through and animates the entire institution. The success or failure of the enterprise turns on the mental, moral and spiritual qualities of this one man. And the leader who can imbue an army of workers with a spirit of earnest fidelity to duty, an unswerving desire to do the thing that should be done, and always with animation, kindness and good-cheer, should be ranked with the great of the earth.

Success is voltage under control — keeping one hand on the transformer of your cosmic kilowatts

JUST about now the world is being made over.

Old ideas are passing away and new ones are being born

And in this time of transition there is a special demand for strong men who can change with the changing times, keep sweet, and create, out of the elements of the old, better things than we have ever before seen.

There are plenty of people who can work under instruction, when properly guided, but men and women of initiative are exceptional.

Especially do we need men of courage, who know right from wrong, meum from tuum, and who can concentrate and consecrate their lives to whatever work their hands find to do

To realize that you thrive only as the institution thrives with which you are connected is a great mental achievement.

But to get the spiritual technique and live the part, instead of playing it, is better.

The striker, the jealous person, the one who can not co-operate, the one who looks for slights and insults, higher wages, shorter hours, favors, honors, ease, vacations and soft snaps, is slated for the toboggan ⚓ ⚓ Probably the railroad companies and our great corporations are largely responsible for the absorption of men of decision, patience and initiative.

The big boys all seem to have jobs!

The other day, when I met the president of the Burlington System, and looked into the eyes of a man under forty, a boyish, joyous, jolly individual, I was surprised ⚓ ⚓

Your average railroad president is supposed to be big, bold, grumpy, and semi-clerical, a sort of bully bishop. In the good old days he wore a full beard, with the upper lip shaved, and had a fine, supercilious smile for every suggestion which he himself did not make. The new American man of power is quite a different individual from either Squeers or Scrooge.

When you hire away faithful helpers from a successful institution, on the promise of big pay and in the hope of getting a world-beater, the rule is that disappointment awaits all parties concerned.

The man who leaves under these conditions has a yellow streak in his make-up ⚓ ⚓

More pay for more work is right and natural, but bigger pay in the hope that the man is going to make good in a new position is a gamble.

I can well understand how it often happens that conditions in a certain concern are not desirable, for personal reasons, and a good man will go out and look for another job. ¶ And that is all right. But let him make good first and get the pay as a result. To work up in one place and then make a jump to another in the hope that you are going to do better work is to fall into the yeasty deep.

You have to work up in the position that you now occupy, for all the weaknesses you have you carry with you to the new job. ¶ A man is not big because he gets a big salary; but he gets a big salary because he is big, and he should show his ability to earn this salary in the place he occupies before he gets the raise.

In my own little business I have had some experience in this line. I have a list now of twenty-eight men and women who evolved in The Roycroft Shops to a certain degree of skill and efficiency where they were able to take charge of a department with ability and precision. Then they got chesty and were hired away

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The stream of visitors through The Roycroft Shops makes it an unfortunate place for a star actor. People want to hire him. They think that when they get him away he will carry with him a lot of rainbow tints and the glory of the sunrise, and into a new position he will put color, form, brain, brawn, art and dolodocci. In every one of these twenty-eight instances, where the man was lured away on the promise of more money, the individual, when removed from the favorable condition in which he evolved, flatted and failed to put it over.

He may have been big and strong and fine in the old position, but when he was flung off into space as a commercial nebula he failed to whirl himself into a planet.

At best he was a motor, and a motor gives off just what power is put into it and no more. What the man wanted who hired the fellow was a dynamo, and a dynamo is a thing that generates power.

So the argument is this: Beware of hiring people away, or of being hired away, on promise of more money. If only the money catches you, you are not a man worth while.

If I knew I had the stuff in me, and could make good, I would rather go into a concern at small pay and work up, than to start at big pay and work down.

THE CHESTY EMPLOYEE

The man that endures is the man that wins. I would never harass my employer with inopportune propositions. I would give him peace, and I would lighten his burdens. Personally I would never be in evidence, unless it were positively necessary—my work would tell its own story. The cheerful worker who goes ahead and makes himself a necessity to the business—never adding to the burden of his superiors—will sooner or later get all that is his due, and more. He will not only get pay for his work, but he will get a bonus for his patience and another for his good-cheer.

No good sensible working bee listens to the advice of a bedbug on the subject of business

LITTLE hotels often feature their clerks.

Small tailors proudly put forth their cutters. But a big business is built by many earnest men working together for a common end and aim. It is planned by one man, but is carried forward by many.

A steamship is manned by a crew, and no one particular sailor is necessary. You can replace any man in the engine-room of the "Mauretania," and she will still cross the ocean in less than six days

In an enterprise that amounts to anything, all transactions should be in the name of the firm, because the firm is more than any person connected with it.

Clerks or salesmen who have private letterheads and ask customers to send letters to them personally, are on the wrong track.

¶ To lose your identity in the business is one of the penalties of working for a great institution. Don't protest—it is no new thing—all big concerns are confronted by

the same situation—get in line! It is a necessity

If you want to do business individually and in your own name, stay in the country or do business for yourself. Peanut-stands are individualistic; when the peanut-man goes, the stand also croaks. Successful corporations are something else.

Of course, the excuse is that you send me the order direct. I, knowing you and your needs, can take much better care of your wants than that despised and intangible thing, "the house." Besides, sending it through the circumlocution office takes time

There is something more to say:

Long experience has shown that "the saving of time" is exceedingly problematic. For while, in some instances, a rush order can be gotten off the same night by sending it to an individual, yet when your individual has gone fishing, is at the ball-game, or is sick, or has given up his job and gone with the opposition house, there are great and vexatious delays, dire confusions and a great strain on vocabularies.

This thing of a salesman carrying his trade with him, and considering the customers of the house his personal property, is the thought of only two-by-four men

A house must have a certain fixed policy—a reputation for square dealing—otherwise it could not exist at all. It could not even give steady work and good pay to the man who thinks it would be only a hole in the ground without him

In the main, the policy of the house is right.

¶ Don't acquire the habit of butting in with your stub-end of a will in opposition to the general policy of the house.

The man who thinks he owns "his trade," and threatens to walk out and take other employees and customers with him, is slated to have his dream come true. The manager gives in—the individualist then is sure he is right—the enlarged ego grows, and some day the house simply takes his word for it, and out he goes. The down-and-outer heads off his mail at the post-office, and for some weeks embarrasses customers, delays trade, and more or less confuses system, but a month or two smooths things out, and he is forgotten absolutely. The steamship plows right along

The firm's interests are yours; if you think otherwise, you are already on the slide.

¶ The weak point in Marxian Socialism is that it plans to divide benefits, but does not say who shall take care of deficits. It relieves everybody of the responsibility of

failure and defeat. And just remember this : unless somebody assumes the responsibility of defeat, there will be no benefits to distribute. Also this : that the man who is big enough to be a somebody is also willing to be a nobody



THE LAW OF LOYALTY

All men recognize in their hearts that they must have the good-will of some other men. To be separated from your kind means death, and to have their good-will is life—and this desire for sympathy and this alone shapes conduct. We are governed by public opinion, and until we regard all mankind as our friends, and all men as brothers, so long will men combine in sects and cliques, and keep the millennium of Peace and Good-Will a dim and distant thing.

Be natural and proper, but not too proper.

THE very first item in the creed of commonsense is Obedience.

Perform your work with a whole heart.

Revolt may be sometimes necessary, but the man who tries to mix revolt and obedience is doomed to disappoint himself and everybody with whom he has dealings.

To flavor work with protest is to fail in the work

When you revolt, why, revolt—climb, hike, get out, defy—tell everybody and everything to go to hades! That disposes of the case. You thus separate yourself entirely from those you have served—no one misunderstands you—you have declared yourself

The man who quits in disgust when ordered to perform a task which he considers menial or unjust may be a pretty good fellow; but the malcontent who takes your order with a smile and then secretly disobeys is a dangerous proposition.

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To pretend to obey and yet carry in your heart the spirit of revolt is to do half-hearted, slipshod work.

If revolt and obedience are equally in power, your engine will then stop on the center, and you benefit no one, not even yourself

The spirit of obedience is the controlling impulse that dominates the receptive mind and the hospitable heart. There are boats that mind the helm and there are boats that do not. Those that do not get holes knocked in them sooner or later.

To keep off the rocks, obey the rudder.

Obedience is not to obey slavishly this man or that, but it is that cheerful mental state which responds to the necessity of the case, and does the thing without any back talk—uttered or expressed

Obedience to the institution—loyalty!

The man who has not learned to obey has trouble ahead of him every step of the way. The world has it in for him continually, because he has it in for the world.

The man who does not know how to receive orders is not fit to issue them to others. But the individual who knows how to execute the orders given him is preparing the way to issue orders, and, better still, to have them obeyed

There is known to me a prominent business house that by the very force of its directness and worth has incurred the enmity of many rivals. In fact, there is a very general conspiracy on hand to put the institution down and out

In talking with a young man employed by this house he yawned and said, "Oh, in this quarrel I am neutral."

"But you get your bread and butter from this firm, and in a matter where the very life of the institution is concerned I do not see how you can be a neutral."

And he changed the subject

I think that if I enlisted in the Japanese army I would not be a neutral.

Business is a fight—a continual struggle—just as life is. Man has reached his present degree of development through struggle.

¶ Struggle there must be and always will be. The struggle began as purely physical. As man evolved it shifted ground to the mental, the psychic and the spiritual, with a few dashes of caveman proclivities still left.

But, depend upon it, the struggle will always be—life is activity. And when it gets to be a struggle in well-doing, it will still be a struggle. When inertia gets the better of you, it is time to telephone the undertaker

The neutral in this game of life is a dead one

Eternal vigilance is not only the price of liberty, but of every other good thing.

A business that is not safeguarded on every side by active, alert, attentive, vigilant men is gone. As oxygen is the disintegrating principle of life, working night and day to dissolve, separate, pull apart and dissipate, so there is something in business that continually tends to scatter, destroy and shift possession from this man to that. A million mice nibble eternally at every business venture

The mice are not neutrals, and if enough employees in a business house are neutrals, the whole concern will eventually come tumbling about their ears.

I like that order of Field Marshal Oyama, "Give every honorable neutral that you find in our lines the honorable jiu-jitsu hikerino."



HOW TO SUCCEED

The one theme of Ecclesiastes is moderation. Buddha wrote it down that the greatest word in any language is "equanimity." William Morris said that the finest blessing of life was systematic, useful work. Saint Paul declared that the greatest thing in life was love. Moderation, equanimity, work and love—you need no other physician.

He has achieved success who has lived well, laughed often, and loved much

THE secret of success is this: There is no secret of success.

Carry your chin in and the crown of your head high. We are gods in the chrysalis

Success is a result of mental attitude, and the right mental attitude will bring success in everything you undertake.

In fact, there is no such thing as failure, except to those who accept and believe in failure. Failure! There is no such word in all the bright lexicon of speech, unless you yourself have written it there.

A great success is made up of an aggregation of little ones. These finally form a whole.

The man who fills a position of honor and trust has first filled many smaller positions of trust

The man who has the superintendence of ten thousand men has had the charge of many small squads.

And before he had charge of a small squad he had charge of himself.

The man who does his work so well that he needs no supervision has already succeeded. And the acknowledgment of his success is sure to follow in the form of a promotion.

¶ The world wants its work done, and civilization is simply a search for men who can do things.

Success is the most natural thing in the world

The man who does not succeed has placed himself in opposition to the laws of the universe.

The world needs you—it wants what you produce—you can serve it, and if you will, it will reward you richly.

By doing your work you are moving in the line of least resistance—it is a form of self-protection. You need what others have to give—they need you. To reciprocate is wisdom. To rebel is folly.

To consume and not produce is a grave mistake, and upon such a one Nature will visit her displeasure

The common idea is that success means great sacrifice, and that you must buy it with a price. In one sense this is true.

To succeed you must choose. If you want this you can not have that. Success demands concentration—oneness of aim and desire.

¶ Choose this day whom you will serve.

Paradoxically, it is true that you must "sacrifice" some things to gain others. If you are a young man and wish to succeed in business, you will have to sacrifice the cigarettes, the late hours, the dice, the cards, and all the round of genteel folly which saps your strength and tends to unfit you for your work tomorrow

That awkward and uncouth country boy who went to work yesterday is concentrating on his tasks—he is doing the thing, high or low, mental or what-not—yes! He is not so very clever, his trousers bag at the knee, and his sleeves are too short, but his heart has but one desire—to do his work. Soon you will be taking your orders from him

And let me say right here that the habit of continually looking out for Number One is absolutely fatal to success. Nature is on her guard against such, and if by accident they get into a position of power their lease on the place is short. A great success demands a certain abnegation—a certain disinterestedness.

The man who can lose himself in his work is the man who will succeed best.

Courtesy, kindness and concentration—this trinity forms the sesame that will unlock all doors

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Good cheer is twin sister to good health.

¶ Is n't it a part of wisdom not to put an enemy into your mouth to steal away your brains? Is n't it wise to so fill your working hours that the night comes as a blessing and a benediction—a time for sweet rest and sleep?

These things mean a preparation for good work. And good work means a preparation for higher work

Success is easy. We do not ascend the mountain by standing in the valley and jumping over it.

Success is only difficult to the man who is trying to lift himself by tugging at his boot-straps



THE ART OF ADVERTISING

Live so as to get the approbation of your Other Self, and success is yours. But pray that success will not come any faster than you are able to endure it.

Sanity lies in your ability to think individually and act collectively

ADVERTISING is fast becoming an art, a science and a business.

Art is the beautiful way of doing things.

Science is the effective way of doing things.

Business is the economic way of doing things

We used to regard advertising as an economic waste.

Now we look upon it as an economic necessity.

There once was an assumption that men who advertised were fraudulent in their intents, hence arose the idea that advertising was unethical, and this fallacy still obtains in the traditions of a few certain societies and professions.

Individuals, however, are always wiser than institutions. Institutions lag behind. They form a ballast, a sort of tail to the kite

Commonsense people all recognize now the value of letting the public know who you

are, where you are, what you are, and what you have to offer the world in the way of commodity or service.

He who does not advertise for himself will not only be advertised by his loving friends, but also by his rabid enemies

And every one who is doing everything in the world beyond the deadly commonplace is making enemies. Enemies are the people who do not understand us. Also, they are the people whom we move, and this they resent. Also, they tell at times the truth about us, or a part of it.

There are two reasons for advertising: one is to sell goods; the other is to create good-will

He who does not advertise because he is selling all of the goods he can manufacture gives the reason of a two-by-four, and commits a woful error for which he will pay later on.

If you are selling all the goods you can make, and do not advertise, the matter of your good-will will be taken up by those who will capitalize their prejudice, their ignorance, and their spleen to your great disadvantage

There is no finer way in the world to lose money than through advertising—therefore the necessity of making advertising a science.

In order to make a business pay in this day and generation it must be beautiful and it must be scientific. *Book of Business*

Advertising demands a knowledge of psychology, and psychology is the science of the human heart. In preparing ads we deal with emotions, passions, tendencies, hopes, ambitions, desires

In one sense advertising and salesmanship are twin sisters. I do not know the girls apart. The one that is nearest I love best. I need not argue that advertising must be pleasing.

All advertising is literature, and all literature is advertising.

Literature advertises a time, a place, an event, a thing. Events do not live. All we have is the record

History is n't the thing that happened ; it is the account of it. So all history is advertising. And history well written is literature. All written advertising should be literary in style and quality.

Good advertisements start with a platitude. That is, they begin with a bromide which every one will accept.

Then when you have the man walking down the street, you have the opportunity to tell him a few things

Never begin an advertisement with a

startling statement which invites dispute. Advertisements, however, must be more than platitude, more than truism. They must be sulphides as well as bromides.

I would say that every advertisement should contain one platitude, but one is enough

So here is the formula: take one platitude, stir it up with a dash of wit, season with wisdom, flavor with love, mix.

Publicity eliminates pretense.

The faker can not work in a club.

Where many people are involved, nothing goes but truth.

The sunlight of publicity destroys the ptomains of fraud

The faker withers before the fact.

As the planets are held in place through opposition of forces, so are men held in the straight and narrow way of truth through public opinion.

The advertising clubs of America are a great and important factor in the regeneration of business. They stand for ethics in the highest sense, and also they stand for effectiveness and efficiency.

The advertising clubs form, in themselves, a university

The public meeting once a week for a midday lunch of an advertising club will,

in the course of a year, evolve every member from a villager into a cosmopolite.

¶ No man can go into an advertising club and wrap his ignorance about him, and tuck in his prejudices, feeling safe and secure. Smugosity dies a-borning. Foolishness is given the smile audible. Selfishness flies out through the window.

An advertising club is a pooling proposition. Everybody puts in all he knows, and takes out all he can carry away. And what he takes away is in reality what he puts in. We keep things by giving them away. Thus we get a practical monism, or a scientific pragmatism. And pragmatism is simply the science of a sensible selfishness—or, if you prefer, call it enlightened self-interest.

¶ Professor James of Harvard coined the word pragmatism, and defined it as the law of self-preservation illumined by love of kind.

Righteousness is only a form of commonsense.

Business is the science of human service. Commerce is eminently a divine calling; and the word commercial should never be used as an epithet

Most sickness comes from a failure to make motion balance emotion. Impress and express ; inhale and exhale ; work and play ; study and laugh ; love and labor ; exercise and rest. Study your own case and decide to get the most out of life. The education of invalids is a terrific waste. Sickness, unhappiness, ignorance, all tend to inefficiency. And inefficiency is the only sin. Realize that you are a Divine Transformer. Make motion equal emotion, and you will eliminate fear, round out the century run, and be efficient to the last. And to live long and well is to accept life in every phase—even death itself—and find it good.

THE GREATEST TAX

The supreme prayer of my heart is not to be learned, rich, famous, powerful or even "good," but simply to be radiant. I desire to radiate health, cheerfulness, calm courage and good-will. I wish to live without hate, whim, jealousy, envy, fear. I wish to be simple, honest, frank, natural, clean in mind and clean in body, unaffected—to say, "I do not know," if it be so, and to meet all men on an absolute equality—to face any obstacle and meet every difficulty unabashed and unafraid.

Man could behold the Infinite, if only he would not stand in his own shadow

THE greatest tax on humanity is not the tariff, war, strong drink, tobacco, or organized superstition. These things are all bad enough, but there is a tax more terrific than any of these, and that is the tax placed upon efficiency through inefficiency.

If ninety per cent of our people are thirty per cent inefficient, and ten per cent are totally inefficient, as Harrington Emerson, Louis Brandeis, and Roger Babson say, figure out the increased burden that falls on those who are able and willing to work.

¶ The number of workers who go ahead and do the thing they are told once is not large: most people have to be carefully supervised in order to get results.

Inefficiency comes from mental indecision with physical weakness and wrong education as a causative base

The success or failure of a business institution turns on its organization. Wise organizations minimize the cost of supervision.

It makes it easy for all to do right, and difficult to do wrong.

According to Fourier, each employee pays for his own supervision. This is true up to a certain point and as a theory; but actually the theory falls down in the case where an employee does not earn enough to supervise himself: then the tax falls on the concern—just as in industrial schools the scholar may earn something, but the deficit is made good by his parents, who pay his tuition and board.

In most prisons the prisoner does a certain amount of useful work, but seldom does he earn enough to pay his way. The balance is made up by the State. In all insane-asylums the patients are supposed to work, and some do. But if a patient can do enough work to pay his way he is discharged as cured.

The only reason for sending a man to either the penitentiary or the insane-asylum is that society finds it cheaper and more expedient to keep him inside the walls than to let him run at large.

Every big store, shop, factory and railroad has a certain number of helpers, who not only do not earn what they are paid, but who form a tax on the concern.

They may be high up or in the rear ranks, no difference: if you get enough "workers"

who do not work, your concern is headed for the rocks. It will not do to say that every employee pays for supervision. Some do, of course, but there are many who can't. And the cost of the supervision of such is thrown on the institution, and eventually is paid for by that ubiquitous person, " the ultimate consumer "—that 's us !

All idlers, all professional reformers, all " the educated fools," all inefficient men and women, are supported by society, in one form or another.

The fact that they have no visible means of support makes the man invisible who supports them, but we are all contributors to their board and keep.

The task of civilization is to eliminate the social parasite

And the recipe is : Educate for usefulness, not for honors.



Railroadmen stand for industry and economy. They are filled with an eternal discontent. They want things better. They are men with the builder's itch.

THE RAILROADMAN

The schoolhouse and the railroad go hand in hand.

Travel is the great educator; it is the supreme civilizer.

I HAVE seen corn selling in Kansas for ten cents a bushel, and hogs at two cents a pound, simply because there was no available transportation for these things from where they were plentiful to where they were needed.

The railroad cancels distance and annihilates space.

Railroads have only one thing to offer, and that is transportation.

The unit of transportation is the mile haul.

¶ Railroads carry an adult human being a mile for two cents; and they carry a ton of freight a mile for a cent or less.

To carry a ton of freight on a wagon a mile, with average roads, costs thirty cents.

To carry a man on horseback, or in a wagon, as was done in stagecoach times, costs ten cents.

The stagecoach fare from New York to Philadelphia, say a hundred miles, used to be ten dollars. If you walked the distance,

as my grandfather did, it took three days, and the cost of board and lodging along the road was no inconsiderable figure.

George Washington tells in his diary of riding horseback from Philadelphia to Boston in a week, and he thought he was going some.

Now the railroad carries you in two hours from New York to Philadelphia, and the fare is, say, two dollars, and on the route you need neither board nor lodging.

The railroad is the greatest factor in civilization. America holds her proud place among the nations on account of her railroads, because by the railroads the world's markets are brought to the doors of both producer and consumer.

The Uganda Railroad has done more to civilize the Dark Continent than all of the missionaries ever sent there.

"The Trans-Siberian Railroad," says the Honorable James Bryce, "is the one big factor that worked the evolution of Japan, and is civilizing Russia as well."

For lack of travel a man is forever a villager. People who live in one place and see only a few people do not evolve, grow and become. They get pot-bound. The big people of the world are those who travel.

They little know of England who only

England know. You have got to get out of England in order to get the perspective.

¶ As you travel, you will always remember the kindly, gracious people you meet, the people who speed you on your way, the people who do not talk you to death, who do not bore you with the sad story of their lives, the people who smile. The smile dissolves the sediment in our souls and prevents arterio-sclerosis of the ego

There are railroad-conductors who, as they pass through a coach taking up tickets, spread an atmosphere of good-will and courtesy, and put the whole car in good humor, not by what they say, but by their kindly habit of mind.

When the passenger hands him a ticket, the words, "Thank you!" from the conductor sort of liberate pent-up love, and lubricate existence

A railroadman, above all other individuals, should be proud of his occupation. Great responsibilities are resting on him. When he forgets, dire distress may follow. The lives and the treasure and the happiness of a vast number of people are in his keeping.

¶ No matter how menial his occupation, he has an opportunity for serving the public which few people have, and within a few years the consciousness has come to

humanity that the highest ideal of every good man is to be a public servant.

The President of a great railway system is a servant of the people, no less than a flagman

Also, the flagman's duties are just as important as are those of the G. P. A.

Nowadays we are not trying to get out of work. We are not looking for ease or pleasure, or a good time, or a soft snap. The joys of life come from doing our work, that is to say, getting a job and holding it down, and at the same time getting ready for a better job



MIDDLEMEN AND MENIALS

The thought of the race for the first time in history is monistic—we are all one. We are part and particle of each other. To injure another is to injure yourself, is becoming fixed in the race instinct. This is the dominant idea of our time—reciprocity. In business, the transaction where only one side prospers is immoral. Mutuality is the watchword in all of man's relations with man. Government exists only for the increased happiness of the governed—he that is greatest among you shall be your servant.

Nature intended that we should all be poor — that we should earn our bread every day before we eat it.



ECHNICALLY, a middleman is any one who stands between the producer and the consumer.

And most of the people who use the expression "middleman" regard him as an animated example of lost motion, a specimen of economic slack.

No doubt there are several professions and occupations that could be abolished from civilized society with decided advantage ❧ Edward Bellamy declared advertising to be an economic waste; and he explained that the cost of advertising was always counted in and added to the value of the article, and was paid for by the ultimate consumer.

He then made his calculation that by eliminating advertising the cost of the article to the consumer would be much reduced ❧ ❧

To this argument we make no exception; but to the assumption that all advertising is economic waste, a demurrer must here be entered.

Book of Business

Advertising is telling who you are, where you are, and what you have to offer the world in the way of service or commodity. If nobody knows who you are, or what you have to offer, you do no business, and the world is the loser through giving you absent treatment

Life is too short for the consumer to employ detectives to ferret out merchants who have the necessities of life to sell.

People who want to buy things do not catch the seller, chloroform him and cram the orders into his pocket.

Parties who want milk should not seat themselves on a stool in the middle of the field, in hope that the cow will back up to them

This would be as vain as for a man to step out of his office on Broadway and shoot into the air in the hope of firing into a flock of ducks that might be flying over.

Advertising is the proper education of the public as to where the thing can be found, and therefore it is a necessity. We are parts and particles of one another, but a little of the kindly glue of human brotherhood is needed in order to fasten us together

The policeman who keeps the crossing clear and at the same time informs us as to

the location of the post-office and the First National Bank is, no doubt, in one sense, an economic waste. On the other hand, he is an economic necessity. He is a necessary middleman

He relieves the congestion of traffic, and, granting the hypothesis that he does not misdirect us as to the location of the post-office, he speeds us on our way.

The musician who entertains us, the lecturer who informs us, and the lawyer who shows us how to keep out of trouble—all are middlemen.

We say that food is the primal need.

Next to this comes love. People who are not properly nourished bicker without ceasing; so love flees and stands aloof, naked and cold, with finger to his lips

Granting that food is a primal need, food then must be cooked and served. The very simple service of the cafeterie, where you flunky for yourself, and pocket your own fee, is a necessity. Somebody must cook and somebody must serve. Otherwise, all of us would have to do the thing for ourselves, and then all of our efforts would be taken up in the search for food, and we would be reduced to the occupation of the caveman

Civilization is a great system of transfers.

Book of Business

Each one does the thing he can do best and works for the good of all

There is just one way for us to abolish the working class, and that is to join it.

So any man who does a needed service for humanity should be honored. There are no menial tasks. The necessary is the worthy, and the useful is the sacred



THE WILLOPUS-WALLOPUS

Modern business betters human environment. It means gardens, flowers, fruits, vegetables ; it means quick, safe and cheap transportation of people, commodities and messages ; it means books, maps, furniture, pictures, playgrounds, pure water, perfect sewerage, fresh air, sunshine, health, happiness, hope, light and love—because business gives opportunities for all to work, earn, grow and become.

There is only one thing worth praying for, and that is to be in the line of evolution

THE Willopus-Wallopus, vulgarly known as the steam-roller, traces a proud pedigree to the Royal Juggernaut.

The latest model of Willopus-Wallopus is a self-starter—ball bearings, rubber tires, noiseless, with automatic lubrication. It comes in various sizes, built for different purposes—political, theological, domestic, medical, social, commercial.

The original Juggernaut was devised by kings to smooth out opposition, put a stop to unkind criticism, and create harmony, or a oneness of sentiment

The workings of the Juggernaut were, in the main, effective, although history shows that often it happened that the owner fell off in front of his machine and was ground up into little-pig sausages, this being the fate that he was seeking to bring about for those who differed with him in opinion.

¶ According to the Law of the Conservation of Forces, there is always a certain

amount of power in the world. This power may be centered in one place or equalized in space—in one individual or distributed among many.

Where one man is too strong, the many are weak. Thomas Jefferson had this in mind when he said, "That country is governed best that is governed least."

Emerson said, "The strongest characters are never the best teachers, since they tend to iron out all individuality in the pupils."

Able men who render quick decisions on all housekeeping affairs have apologetic wives and broods of offspring lacking chin.

For instance, Cornelius Vanderbilt marooned his son William to a Long Island farm. After the death of his father, this son came out of hiding, sloughed a few limitations, and proved himself a better man than his father even had been.

The honest pride and unfaltering faith in his Willopus-Wallopus was at once the virtue and the weakness of Commodore Vanderbilt

I once knew a successful businessman who thought he was the Whole Thing. This man literally worked himself to death. The widow, who during her wifehood had never been allowed to do her own marketing,

took up the business and doubled it in a year, and did not work herself to death, either

Book of Business

Every man who does things that have never been done before, and does them well, rides in a Willopus-Wallopus. He does not, at this date, exactly run over folks ; he just brushes them with the mud-fenders as he glides past. If they afterward persist in getting in his way, how can he help it!

¶ The Willopus-Wallopus has its legitimate purpose in the divine economy, but it is easy to misuse it. Joy-riders on a Willopus-Wallopus, having sneaked the machine out of the cosmic garage, always disregard the rules of the road. They run over citizens, and then stop, pick up the victim, and take him to the nearest Ananias Club, thus absolving themselves from damages. They cut corners, to the great danger of life and limb of the Common People

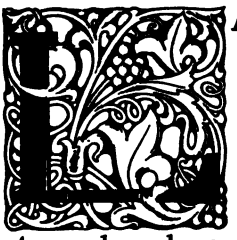
To avoid the risk of being run down by a Willopus-Wallopus, the gentle reader is advised to get one of his own.

The amount of misery, grief, disappointment, shame, distress, woe, suspicion and hate caused by a system which wrapped up one thing when the buyer expected another, and took advantage of his innocence and ignorance as to quality and value, can not be computed in figures. Suffice it to say, that duplicity in trade has had to go. The self-preservation of the race demanded honesty, square dealing, one price to all. The change came only after a struggle. But we have gotten thus far, that the man who cheats in trade is tabu. Honesty as a business asset is fully recognized. If you would succeed in business you can not afford to sell a man something he does not want; neither can you afford to disappoint him in quality any more than in count.

THE UNSEEN

If men could only know each other, they would never either idolize or hate.

A man's measure is his ability to select men and materials and organize them



AFCADIO HEARN once applied to an editor for a job as reporter.

The editor looked at the strange figure, and laughed.

¶ Hearn was then just nineteen. He was slender, stooped, awkward, yellow. His clothes were hanging on his bony frame, as if to dry.

But the most peculiar thing about him was his eyes. They seemed of different hues, and bulged in a glassy, gibbous way. He wore double convex glasses, but this did not much help his sight

He lifted his feet high to keep from stumbling, and put out his hands to prevent bumping into things.

"I want a job as reporter on your newspaper," said the youth, as he rolled his hat in embarrassment.

"What did you say?" asked the editor, as he took his feet off the desk, and removed the stump of cigar from his mouth

"I want a job as reporter!" repeated the strange young man.

The editor laughed. It was n't the laughter of mirth—it was a chitter of derision, an explosion of contempt

And then the editor said: "Say, now, you 're hired—and here 's your first assignment. Go across the street there, and climb that church-steeple—clear to the top. Then come down and write a description of what you saw. Go!"

The youth half-felt his way out of the room. He went down the stairs, and across the street.

He climbed the high steeple, up, up, up, to the gilded cross.

He touched it, kissed it, and then slipped, slid, crawled, slowly, slowly, down

He had not seen anything. First, he was too much frightened to see, and another thing, he had n't the seeing ability. He just heard a hum, and a buzz, and a roar. All around was an impenetrable, gray, ghostlike fog.

He got back to earth, went to his little room at a boarding-house, and began to write

And he wrote an immortal essay.

He told of the streets, the wide avenues, the narrow alleys, the winding river, the canal, the bridges, the stores, the shops, the factories, the hotels, the churches, the

railroads, the wide-stretching park, the forest beyond, the ravines, and the great green hills that met the horizon.

Not only these, but he saw inside of the houses ❧ ❧

He saw the suicide clutching a smoking revolver, his eyes bursting from their sockets.

He saw men exultant, drunk on success, boasting, bragging, telling of what they were going to do.

He saw coffins and the quiet, peaceful dead, while near at hand stood fatherless children, and praying, sobbing women ❧ ❧

He saw girls clothed in scarlet, sipping the red wine of life. He saw women, old, ragged, unkempt, muttering toothless jargon and curses on life and what it had brought them ❧ ❧

He saw the bride clothed in white satin. He saw the wedding breakfast; and out in the alley beyond, he saw a shivering tramp picking with cold fingers in a garbage-barrel for a morsel of food to keep starvation at bay.

He saw the children with tutors, maids, governesses. And he saw other children playing on fire-escapes, in sub-cellars, alleys ❧ ❧

He saw drunkards reeling home, and

children hiding under the bed to escape their violence.

He saw jealousy, hate, revenge, greed, plotting pride, vaulting ambition. He saw homesick girls and boys, lost in the maze of the city streets

He saw, in fact, that feverish, seething, anxious, restless mass which we call "humanity."

He saw it in its hideousness, in its imperfection, saturated with superstition, proud of its ignorance, defiant, merciless, ungrateful, grasping. And he saw, too, glimpses of the love that suffereth long and is kind.

¶ Not only did he see the city as it was, but he saw the city as it was to be—cleanly, orderly, respectable, beautiful, filled with the desire of co-operation, reciprocity, mutuality and right intent. He saw a city void of saloons, gambling-dens, hospitals, insane-asylums, jails, prisons

He saw the past. He saw the present. And his almost sightless eyes saw with crystalline vision the future, a future where health, happiness, justice and love will prevail.

Only love and genius perceive the unseen —and Lafcadio Hearn had both.

And the moral? Only this: Even a shrewd employer may occasionally be wrong in his estimate of an applicant for work.

COURTESY AS AN ASSET

Why not be a Top-Notcher? A Top-Notcher is simply an individual who works only for the interest of the institution of which he is a part, not against it.

The mintage of wisdom is to know that rest is rust, and that real life is in love, laughter and work



O the clerk who would succeed, I say, Cultivate Charm of Manner.

Courteous manners in little things are an asset worth acquiring. When a customer approaches, rise and offer a chair. Step aside and let the store's guest pass first into the elevator. These are little things, but they make you and your work finer

To gibe visitors, or to give fresh and flippant answers, even to stupid or impudent people, is a great mistake. Meet rudeness with unfailing politeness and see how much better you feel. Your promise to a customer is your employer's promise. A broken promise always hurts ; and it shows weakness in the character of a business organization, just as unreliability does in an individual

Most inaccuracies come from not really listening to what is said, or not really seeing what you put down. The chewing of gum, tobacco or paper as a jaw-exerciser should

be eliminated. The world is now pronouncing them vulgar, unbusinesslike, useless and silly. Keep ahead of your employer and of the Board of Health in this

Having promised to obtain goods or information, or to deliver goods by a certain time, do not start the thing a-going and trust to luck for the rest. Do your own part in full, and then follow up to know that the rest is moving on schedule time. Remember that the thing specially promised and of special importance needs watching.

¶ "Accidents" and life's various "hindrances" get after just those things with a keen scent

If your business is to wait on customers, be careful of your dress and appearance. Do your manicuring before you reach the store. A toothbrush is a good investment. A salesman with a bad breath is dear at any price. Let your dress be quiet, neat and not too fashionable. To have a prosperous appearance helps you inwardly and helps the business. Give each customer your whole attention, and give just as considerate attention to a little buyer as to a big one.

If asked for information, be sure you have it before you give it. Do not assume that the location or fact is so now because you once thought it so

Don't misdirect. Make your directions so clear that they will be a real help.

There are houses known by courteous telephoning. Telephone courtesy is a big thing, as courtesy always is. Loss of temper gains nothing

The less you require looking after, the more able you are to stand alone and complete your tasks, the greater the reward. Then if you can not only do your work, but also intelligently and effectively direct the efforts of others, your reward is in exact ratio.

And the more people you direct, and the higher the intelligence you can rightly lend, the more valuable is your life.

The most precious possession in life is good health. Eat moderately, breathe deeply, exercise outdoors, and get eight hours' sleep. And cultivate Charm of Manner as a Business Proposition



There are persons who are always talking about preparing for life. The best way to prepare for life is to begin to live. A school should not be a preparation ; a school should be life. Isolation from the world in order to prepare for the world's work is folly. You might as well take a boy out of the blacksmith-shop in order to teach him blacksmithing. College is a make-believe, and every college student knows it. From the age of fourteen and upward the pupil should feel that he is doing something useful, not merely killing time ; and so his work and his instruction should go right along hand in hand. The educated man is the useful man. And no matter how many college degrees a man has, if he can not earn an honest living he is an educated ignoramus, and is one with the yesterdays, doing pedagogic goose-step adown the days to dusty death.

THE LAW OF BOHEMIA

Society is in process of evolution. Man is yet primitive. All that has gone before is a preparation for better things to come, but we are moving rapidly, and, I believe, securely, toward nobler things.

No man is to be pitied except the one whose Future lies behind

THE Bohemian Club of San Francisco has a record of which its members are justly proud.

The Bohemian Club does things. On its roster are the names of some of the biggest and best men on the Continent.

It seems to have qualities, peculiar, unique, individual, that differentiate it from all other clubs in America.

It is histrionic, operatic, vaudevillian, educational, economic, financial, altruistic and philanthropic—also, gustatory and convivial

Occasionally a grabheimer creeps in under the canvas, but he is not apt to remain for the concert. In some way the atmosphere does not agree with him.

All of which is by way of preface.

In the Bohemian discipline, there is an unwritten law that everybody shall do what the governing board shall invite him to do, and do it at once, quietly, surely and as well as he can

And so it happens that whenever a member is invited to do a certain thing, to fill a certain function, to carry a certain message, no matter whether it be economic, altruistic, or purely jinkstide, if he declines, refuses, excuses himself, begs off, then he is never again invited or asked or ordered to do a single thing for the Bohemian Club. ¶ He is a Piker from Pikersville, Pike County. No one says so, and the matter is never referred to by word of mouth or typewriter. He has simply branded himself as such

If any member, on being invited to do a certain thing, tries and fails, then he is forgiven to fifty-seven times seven.

Ignominy lies in having not tried. It is trying, not crying. Do the thing you are told to do. Get hold and lift. Obey orders. ¶ An invitation is only the polite and gentle way of issuing the order; but woe betide the man who hems, haws, coughs, sneezes, and says, "Now, really, old man, you know—" and so forth. No good Bohemian ever starts a line of back-talk; nor does he counter with an objection when a suggestion is handed to him.

Any man can always fish up reasons for not doing the thing he does not want to do. ¶ But in the Bohemian Club personal

preference is never considered. The good Bohemian thinks first of the Club—never of himself. The interests of all are the things that are supreme. The individual himself is only a pawn on the Bohemian chessboard.

So there it is. The man who is asked to do a thing and declines just once is never asked to take part in anything. He is out of the game

And this is exactly as it should be.

Get in the game; play the part in the cast that is assigned to you. We can't all play Hamlet; and before any one plays Hamlet, he must be able to play Horatio well.

The leader of the orchestra is always the man who has played second fiddle.

Little parts are just as necessary as big ones, and the man who feels too big to play an insignificant part or to do the menial thing, lacks the stuff of which brave Bohemians are made

Life is one big Bohemian Club.



To love one's friends, to bathe in life's sunshine, to preserve a right mental attitude—the perceptive attitude, the attitude of gratitude—and to do one's work—these make up an ideal life.

THE RECIPE

Business is eminently a divine calling. We do not differentiate it from any other calling, no matter how noble, how beautiful, how altruistic. There is a romance of business, and a heroism of business, that literature will yet take note of. The antique phrase about the three learned professions will have to go. There are fifty-seven varieties of learned men. To do your work with a whole heart up to your highest and best is an eminently religious motive. And when in doubt, to mind your own business is eminently ethical and wise. Enlightened self-interest endorses the Golden Rule.

Man has constantly grown in power, wisdom, excellence and worth. If he has ever fallen, it has been upstairs, not down

THE rewards of life are for service.

And the penalties of life are for selfishness.

Human service is the highest form of self-interest for the person who serves.

We preserve our sanity only as we forget self in service

To center on one's self, and forget our relationship to society, is to summon misery, and misery means disease.

In the race of life a man with educated bowels will eclipse the party with an educated brain—but why not have both?

Just a few plain rules, and the whole matter of life is automatic and self-lubricating.

Health is a habit.

Drugs and chemicals that work while you sleep are a little later going to prevent your working when awake.

What we want is to be very much awake in the daytime and very much asleep at night

And these things are possible only to people who eat the right food, think good thoughts, and observe the every-day common laws of health.

It is a mistake to blame the medical fraternity. The fact is, doctors minister to the prejudices of the times, because they are a part of the times. Doctors are men, just like the rest of us, neither better nor worse, and as we grow better we have better doctors. We have better doctors nowadays than ever before in all history.

Nature intended that each animal should live to an age approximating five times the number of years which it takes to reach its bodily maturity

Man reaches his height and maximum strength at twenty, and should therefore live to be a hundred.

The brain, being the last organ developed, and growing until man is past seventy, should sit secure and watch every other organ decline. As it is, the brain, with over one-half of the individuals who live to be seventy, loses its power before the hands and feet, and death reaps something less than a man

Health is the most natural thing in the world. It is natural to be healthy, because we are a part of Nature—we are Nature.

Nature is trying hard to keep us well, because she needs us in her business Nature needs man so he will be useful to other men.

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Action is the one law of Nature. Everything is in motion.

Keep at work. Have a vocation and an avocation—a job and a hobby.

Do not overeat.

Do not underbreathe.

Live out of doors as much as possible

Work, play, study, laugh—flavor all with love, and you have the key to the situation.



The world will be redeemed; it is being redeemed. It is being redeemed not by those who shake the red rag of wordy warfare, who threaten and demand, but by its enterprisers, workers, inventors, toilers—the men and women who do the duty that lies nearest them.

ARE YOU USEFUL OR USELESS?

Work to please yourself and you develop and strengthen the artistic conscience. Cling to that and it shall be your mentor in times of doubt; you need no other. Is it easy to please your other self? Try it for a day. Begin tomorrow morning and say: "This day I will live as becomes a man. I will be filled with good-cheer and courage. I will do what is right; I will work for the highest; I will put soul into every hand-grasp, every smile, every expression—into all my work. I will live to satisfy my other self." You think it is easy? Try it for a day.

Be sincere, but don't be too serious — at the last, nothing matters much

THERE are just two kinds of people in the world. These are the sane and the insane—that is to say, the useful and the useless. ¶ Everybody occasionally makes mistakes. But the difference between the sane and the insane is that the sane man profits by his errors, while the insane person never learns, but does the same wrong thing over and over

Let it be acknowledged that civilization is made up of people who are more or less faulty.

There is no such thing as a criminal class; but granting for argument's sake that it exists, then we all belong to it.

Prisons and punishments have flourished since the dawn of history

Two hundred years ago in England there were fifty offenses punishable with death.

Once men were punished in England, by burnings, brandings, public whippings, cutting off fingers or hands, and other forms of

mutilation, like slitting the nose, tongue or eyelids

All these forms of punishment and mutilation failed to decrease the number of criminals.

New York State, where capital punishment is in vogue, has just as many murderers per capita as Michigan, a State that has done away with capital punishment

The will wisely to decide, and the strength to act, are not acquired behind iron bars.

¶ The fear of punishment does not deter; prisons never reform; and penitentiaries do not make men penitent.

The men who come out of prison as a rule are more incompetent than when they went in

The parole system has found favor wherever it has been tried.

In future, parole will take the place of punishment, and the insane-asylum will take the place of the prison.

The test will be: Is this man useful or useless? Does his liberty add to the health, happiness and well-being of the community, or is he a menace, a danger, and one unfit for freedom?

Neither science nor experience has shown us the line of cleavage between the mental defective and the criminal. The insane man

does the wrong thing, and so does the criminal, and both suffer.

Commonsense reveals to us that health, happiness and prosperity lie in useful work. Success lies in human service. To cause unhappiness for another is to summon misery for yourself

We believe now in Nemesis, who slumbers not nor sleeps.

We are punished by our sins, not for them.

¶ These things being true, our business is not to punish.

The test of sanity is the ability to co-operate with others in useful effort.

Any man who can not do teamwork is insane.

The sign of insanity is the continued disregard of the rights of others.

Repeated acts of injury to others will constitute proof of incompetence.

The criminal is an insane man, and as such should have our pity and our protection.

¶ For the first offenses the man will be paroled; also for the second and the third. But he who by repeated misdeeds forfeits his right to liberty will be sent to the hospital for the insane

The prison, the penitentiary, the gallows, the electric chair, will all have to go, this for the benefit and advantage of mankind,

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socially, morally, and economically ❧ ❧ Prisons form a terrific tax on the State, and the appointing of certain men to punish or kill other men has no place in modern Monism ❧ ❧

Nature in her wise provision has decreed that all punishment shall be automatic. .

The germ of punishment lies in the deed.

¶ We will teach, not punish ; educate, not destroy.

Love and labor will reform the world—but neither can do it alone ❧ ❧



THE MASTER MAN

Would you have your name smell sweet with the myrrh of remembrance and chime melodiously in the ear of future days, then cultivate faith, not doubt, and give every man credit for the good he does, never seeking to attribute base motives to beautiful acts. Actions count.

Keep in your heart a shrine to the ideal, and upon this altar let the fire never die

INDUSTRY is intelligent action, motion, movement. And now science tells us that thought also is a physical action, a movement, a vibration of the cells of the brain. Wandering, dreamy thought is merely bad habit, or, more properly, lack of a good habit, for it leads nowhere

To carry bricks back and forth from one side of the street to the other is not industry, because it lacks intelligent purpose.

To think and make no headway is simply to carry bricks back and forth.

To play the devil's tattoo on a chair; monkey with the forks and spoons at table; adjust your necktie forty times a minute; stroke your mustache or hitch your trousers—these things are not industry. Gents do these things, but gentlemen never. And the difference between the gent and the gentleman is the difference between the Man and the Master Man. The Master Man is simply a man who is master of one person—himself.

When you have mastered yourself, you are then fit to take charge of other people ❧ ❧ The Master Man is a person who has evolved Intelligent Industry, Concentration, Self-Confidence, until these things become the habit of his life.

Industry in its highest sense means conscious, useful and intelligent effort. Carried to a certain point, Industry is healthful stimulation—it means active circulation, good digestion, sound sleep ❧ ❧

The sensible man will ascertain his limitations and not carry his industry to the point of exhaustion. Before he is tired out, he will turn his attention to something else. The ability to concentrate requires the ability to relax. In order to work you must know how to play. Men who carry great burdens and responsibilities are always those who are able at times to lay down the burden and be a child with the children. They can laugh. And there is no medicine equal to the merry laugh ❧ ❧

It is the intermittent current that makes the telephone possible ; the man of power is the man who changes his work—he does one thing at a time, but he does not do the thing all the time.

To cultivate concentration, practise relaxation. Lie down on the floor for three

minutes on your back, breathe deeply, lie still, and turn your mind in—thinking of nothing. To concentrate on your work you must enjoy your work. And to enjoy your work you must drop it at certain hours. He lasts longest, and soars highest, who cultivates the habit of just being a boy for an hour a day. Take a vacation every day if you want to do good work

Are you in the treadmill? Well, the only way you can get out is by evolving mastership

We are controlled by our habits. At first we manage them, but later they manage us. Habits young are like lion's cubs—so fluffy and funny! Have a care what kind of habits you are evolving—soon you will be in their power, and they may eat you up. It is habit that chains us to the treadmill and makes us subject to the will of others. And it is habit that gives mastership—of yourself and others

Industry is a habit. Men who go to bed any old time and get up when they feel like it are never industrious—worse, they are never healthy. Muldoon says that the man who has to get up at six o'clock in the morning never has insomnia. If you have to get up at six, you 'll go to bed at ten, and this means you 'll get the habit of going to sleep.

¶ If you acquire the habit of studying and reading good books from seven-thirty to nine-thirty six evenings a week you 'll soon find it a delightful habit.

I know a great writer in England who writes every morning from eight o'clock to eleven, and he writes at no other time. He has acquired the habit. At eight o'clock his brain begins to fire up, and he finds it easy and pleasurable—necessary—to concentrate on his work

The habit of Self-Confidence is a result of the habits of Industry and Concentration. And I hope I 've made it clear that Concentration is the result of pleasurable, useful effort or Industry.

Also I hope I 've made it clear that for Industry to be of the first quality, the person must at times relax and find rest in change through play—be a child—run, frolic, dig in the garden, saw wood—relax

When you have reached a point where your work gives you a great, quiet joy, and through this joy and interest you concentrate, then comes Self-Confidence. You are now well out on the road to Mastership.

¶ Robert Louis Stevenson said, " I know what pleasure is, for I have done good work."

The recipe for Self-Confidence is : Do good

work. "Courage," says Emerson, "comes from having done the thing before." A man who does good work does not have to talk, apologize or explain—his work speaks. And even though there be no one to appreciate it, the man feels in it a great, quiet joy. He relaxes, smiles, rests, fully intent on taking up his labors tomorrow and doing better than ever.

The highest reward that God gives us for doing good work is the ability to do better work. Rest means rust

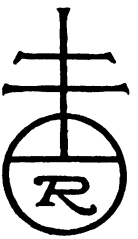
So we get the formula: Acquire and evolve physical and mental industry by doing certain things at certain hours, ceasing the effort before it becomes wearisome. In mental work keep in touch with people who are a little beyond you.

The joy and satisfaction of successful effort—overcoming obstacles, getting lessons, mastering details which we once thought difficult—evolves into a habit, and gives Concentration. Industry and Concentration and Self-Confidence spell Mastership

So from the man we get the Master Man, What lies beyond I do not know. Perhaps when I become a Master I shall know—one stage at a time is enough. If there is n't time in this life, perhaps there will be hereafter.

In spite of mishap, let the truth stand that those who travel fast and go far go by Love's Parcel-Post, concerning which there is no limit to the size of the package.

SO HERE ENDETH
"THE BOOK OF BUSINESS"
THE SAME BEING THOUGHTS SET DOWN
BY ELBERT HUBBARD AND GATHERED
TOGETHER AND THEN DONE
INTO A PRINTED BOOK BY
THE ROYCROFTERS



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